

**THE INDONESIAN JOURNAL OF  
BUSINESS ADMINISTRATION**

Vol. 2, No. 5, 2013:509-523

**DEVELOPMENT STRATEGY FOR G-LAND BEACH  
AS A POTENTIAL PREMIER SURFING BEACH IN INDONESIA**

Arismunandar and Budi Permadi Iskandar  
School of Business and Management  
Institut Teknologi Bandung, Indonesia  
arismunandar\_2008@yahoo.com

**Abstract-** *Tourism in Indonesia is an important component of the Indonesian economy as well as a significant source of its foreign exchange revenues and job creation. For Indonesia economy, In 2011 tourism contributed of Rp. 437.25 trillion to the Gross Domestic Product (GDP) or 13.8% of the total GDP of Indonesia (Source: BPS, 2012). GDP growth of tourism since 2001 had always showed a higher growth rate than the national GDP, which in 2011 tourism GDP growth reached 9.18%, while only 6.5% of national GDP (Source: BPS, 2012) . In terms of foreign exchange, foreign exchange earnings from tourism were the fourth largest contributor, after oil and gas, palm oil and processed rubber (Ministry of Tourism and Creative Economy, 2012). Plekung beach or known as the G-Land is one of the best surfing beaches in Indonesia. G-Land is known not only as a surfing beach because of the big wave, but also an exotic tourism area. The beach is located at Alas Purwo National Park that has beautiful panorama and rich of biodiversity. Even so, the name G-Land in the eyes of the tourists is still low, only known by professional surfers. Several issues for G-Land are lack of promotion and tourism products. Besides that, infrastructure problems such as inadequate accommodation facilities and difficult access to G-Land make this a problem more complicated. These research objectives are for planning the development concept of G-Land beach and formulating the policies and strategies to unleash their potential into the market to one of exciting tourism destination. It is related to increase G-Land's brand awareness as a prime surfing spot in Indonesia and to encourage expansion of investment by private sectors with increased foreign direct investment (FDI) to G-Land Tourism Area, and to give favorable impact on the economy and the industry. This journal gave some recommendation for G-Land stakeholder in term of promotion strategy for short to medium term and Tourism Area Development Master Plan strategy for long term. To achieve these goals, four key strategies have been identified such as International level Surfing Event, Promotion Programs and Business Cooperation Programs and infrastructure and tourism area development.*

**1. Introduction****1.1. Background**

The tourism industry is a sector that playing big role to support the world economy, particularly in the providing of employment (employment opportunities). Since the last few years, many countries manage their tourism sector seriously and make tourism as a leading sector in obtaining foreign exchange, job creation, and poverty reduction. Nearly 10% of workers in the world, working in the tourism sector and not less 11% of Gross Domestic Gross worldwide comes from tourism (source: ). Based on data in 2010, the number of foreign tourists coming to Indonesia amounting to more than 7 million people or grew by 10.74% over the previous year, and contribute to the country foreign exchange of USD 7603.45 million (source: ).

## 1.2. Surfing Beach in Indonesia



Figure 1.1. Banyuwangi Map

Source : anyuwangi Regency Culture and Tourism Service

G-Land is located in a very large National Park, and home to many different species of wild life including panther, leopard, monkeys, deer, reptiles and exotic birds. G-Land beach is a tourist attraction that not only has a beautiful panorama, but also known as a beach suitable for surfing water sports (surfing), especially for profesional surfer because it has a big waves. In 2009, according to Bappeda Banyuwangi, tourists visit to Banyuwangi reached 409,642 people (domestic: 398.250 people, foreign visitor: 11.392 people). From foreign visitor data, g-land was the most popular destination, wheres 43,67% of foreign visitors who came to banyuwangi, went to G-LAND (4.975 people) with majority comes from United States, Australia, Japan, France. But If we compare with the tourists visit data to Mentawai, Lombok, and Raja Ampat, this figure still very small. In the future Banyuwangi Government expects to attract about 20% of the tourists who come to Bali.

## 1.3. Stakeholder for G-Land

The main stakeholder in the development of G-Land is Banyuwangi local government, where there are two government agencies that deal directly to development of the region, Banyuwangi Region Planning Board (BAPPEDA) and Banyuwangi Culture and Tourism Department. BAPPEDA has the principal task of the preparation and implementation of regional policy in regional development planning.

## 1.4. Government Commitment On Developing G-Land

Government Commitment On Developing G-Land:

1. Central Government: Presidential Instruction No. 16 of 2005 on the Development of Culture and Tourism Policy.
2. Province Government: Regulation of Governor No 2 of 2006 stated that Plekung Beach as tourism priority
3. Regency Government: Investment Guidelines (G-Land is one of the three main areas of tourism in Banyuwangi that will focus to be developed as tourism area)

## 1.5. Economic Impact on Developing of G-Land Tourism Area

The main positive economic impacts of tourism area in G-Land will related to foreign exchange earnings, contributions to government revenues, and generation of employment and business opportunities.

## 1.6. Business Issue

According to The Travel and Tourism Competitiveness Index (TTCI) Report 2011, published by the World Economic Forum (WEF) 2011, Indonesia ranked 74th among 139 countries surveyed in the world. The highest value of competitiveness evaluation index shows that Indonesia has a competitive edge on the pillars of superior competitiveness price, which means that Indonesia is the world's number four destinations to visit in the world because of the cheap hotel rates (in 6th place), ticket taxes and airport services (airport charges) are considered low and the price of fuel oil (BBM) is affordable. The other pillars where Indonesia is not working well include among others: the pillars of the policy / legislation; pillars of environmental, pillars of safety and security of health, and pillars of information technology infrastructure. Now, tourism in G-Land is at the involvement stage, where growth is begins to accelerate. Local people start to notice that there are increasing numbers of people coming to their tourism area and they start up businesses as accommodation, food, guides, and transport.

## 2. Business Issue Exploration

### 2.1. Conceptual frameworks

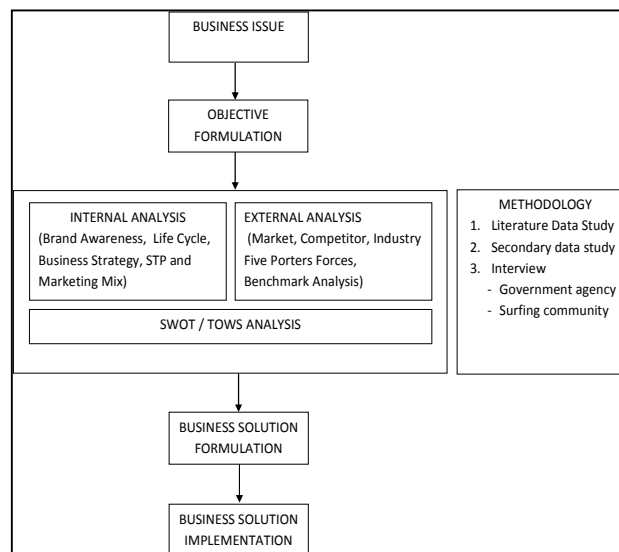


Figure 2.1 Conceptual Framework

A structured conceptual framework is developed by referring to literature study, field observation, and experience. interviews were conducted with government agencies to find out their commitments and plans for developing tourism in G-Land in the future, meanwhile interviews with the surfing community were more directed to support business solution formulation for G-land development.

### 1.7. G-Land Beach Brand Awareness

Surfing isn't popular sport in Indonesia. Majority of the guests who come to G-land is a foreign tourist especially for surfing purposed. G-Land brand awareness position is Brand recognition where is the minimum level of brand awareness, the introduction of a brand appeared again after the recall through the aid (aided recall).

### 1.8. Business Strategy

G-Land establishes their business strategy as a cost leadership strategy (Five Business-Level Strategies) which government role in planning and promoting G\_land as main tourism destination in G-Land was very small. The target market for G-Land beach was not clear or still for all tourist characteristics (common beach). By used this strategy, the competitive advantages of G-Land as surfing beach can not unleash their potential.

### 1.9. Product Life Cycle

G-Land position in product life cycle is in Involment phase, where local people start to notice that there are increasing numbers of people coming to their local area. They (local people) start up businesses as accommodation, food, guides, and transport.

### 1.10. Segmenting Targeting Positioning

Table 2.1. Segmentation of G-Land Beach

CATEGORY	SEGMENTATION
Geographic	1.Domestic tourist from big cities in Indonesia (Jakarta, Bandung, Bali, Lombok, etc) 2.Local tourist(Banyuwangi, Surabaya, East java) 3.Foreign Tourist (Australia, Japan, United States, etc)
Demographic	1. Young and married 2. Middle to high class income 3. Surfing athlete (Proffesional, high skills, recretational surfer) 4. Proffesional, executive, students,etc
Psychographic	1. For adventourous 2. For surfing purposes 3. For sunbathing and relax 4. For water sport except surfing 5. For another beach activities
Behavioral	1. Looking for high level of wave 2. Usually to staying on one area for around 1 weeks 3. Hesitate to trying new places for adventourous

For today, target market for G-Land are foreign and domestic tourist who want to play surfing for the main purposes of to spend their holiday . Prioritized to customers are surfers (Proffesional, high skill, and recreational surfer). they positioned as position as world-class surfing beach, with selling their best quality wave in the world, the beach atmosphere is calm and exotic,because is situated in conservation area.

### 1.11. Industry Analysis

- a. Bargaining Power of Supplier: Medium
- b. Threat of Substitute Products: High
- c. Risk of Entry By Potential Competitors: Low
- d. Rivalry among Established Tourism Firms: High
- e. Power Of Information Technology: High
- f. Impact Of Government regulation: High

### 1.12. Marketing Mix

In the Marketing Mix, problems of G-Land are the focus and direction for the development concept of G-Land, and the promotion efforts in promoting the G-Land as the best surfing spots in Indonesia still lack

behind. It can be seen from the implementation of an international event that promoting and attract tourists to come to G-land, had not been implemented again after 1997.

### 1.13. Root Cause Analysis

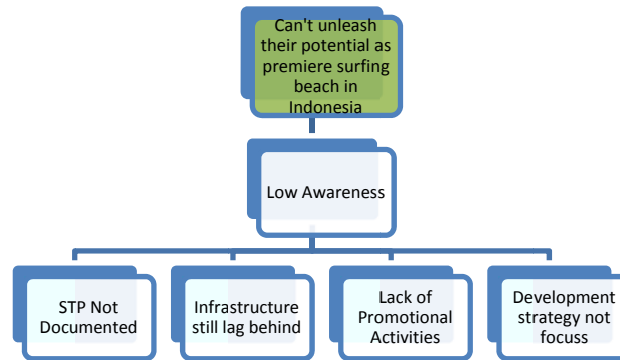


Figure 2.2. Root Cause Analysis

## 3. Business Solution

### 3.1. TOWS Strategy

Table 3.1. Tows matrix

	<b>Strength:</b> <ol style="list-style-type: none"> <li>1. One of the best wave in the world</li> <li>2. Close location with Bali as major tourist destination in Indonesia</li> <li>3. Natural beauty such as Alas Purwo area</li> </ol>	<b>Weakness:</b> <ol style="list-style-type: none"> <li>1. Lack of transportation and accommodation (Bad Infrastructure)</li> <li>2. Lack of other tourism attraction except surfing</li> <li>3. Lack of Marketing Efforts</li> </ol>
<b>Opportunity :</b> <ol style="list-style-type: none"> <li>1. Tourism visitor in Indonesia increase significantly every year</li> <li>2. Investment in</li> </ol>	<b>SO Strategy:</b> <ul style="list-style-type: none"> <li>▪ S1-O1: make surfing as the main tourist attraction</li> <li>▪ S2-O1: cooperate with Bali travel agent to promote</li> </ul>	<b>WO Strategy:</b> <ul style="list-style-type: none"> <li>▪ W1-O1: Improve investment in accommodation sectors and transportation (Improve infrastructure)</li> <li>▪ W2-O2: Development concept:</li> </ul>

tourism sector increase every year	G-Land ▪ S3-O3: make G-Land as exotic tourist attraction	Surfing Plus ▪ W3-O1: Increase marketing program that is making surfing events
Threat: 1. Environment issues 2. Competition between other surf spots in Indonesia	<b>ST Strategy:</b> ▪ S3-T1: Set up environmental impact analysis and rules for environment ▪ S1-T2: Increase marketing program specially surfing tournament	<b>WT Strategy:</b> ▪ W1-T1: Development of G-Land must concern with environment (Sustainable Business plan) ▪ S3-T2: Increase marketing program specially surfing tournament

### 3.2. Company Strategy

Corporate Strategy: Growth Strategies

Directional Strategy: Market Development

Business Strategy: Focus Strategy (Differentiation)

### 3.3. G-Land Target Market

1. Professional surfers – are those who compete in elite surfing competitions around the world. Professional surfers can be chiefly attracted through the securing of major competition events.
2. Highly skilled surfers – those who search for the best spots in the world to surf, require consistent waves and prefer uncrowned beaches. Males dominate the segment. They are resistant to marketing activity that gives away information about their favorite beaches or breaks. This group prefers to research their own surfing spots.
3. Recreational surfers – the largest group comprising those who seek fun and relaxation in the waves. They offer the best commercial potential as a large proportion wish to learn to surf either in a group or individually through surf schools. Others will take surf tours/packages. They have a preference for accessible beaches with infrastructure and amenities which are close to townships for surf leisure activities, and can be reached via a mix of traditional and digital media channels.

### 3.4. Business Solution: G-Land Action Plan

To develop the G-Land beach as the sustainable premier surfing beaches in Indonesia, Government needs to implement the action plan and strategy to make this beach can exist and develop in the future, both in the medium terms and long terms. With the outstanding surf locations, surfing tourism has the potential to deliver social, economic and environmental benefits to G-Land.

In implementing its surf tourism action plan, G-Land has two objectives: increasing Brand awareness of G-Land position as Indonesia premier surf destination and develop tourism area in G-Land

To achieve these goals, there are two recommendation strategy:

- Recommendations for G-Land tourism promotion strategy: Surfing Event, especially International Surfing Tournament; Promotion Programs; and Business Cooperation Programs
- Recommendations for G-land Tourism Area Development Master Plan strategy: Tourism Area and Infrastructure development

#### A. Surfing event, especially International Surfing Tournament

To determine the appropriate time in carrying out the surfing tournament at G-Land, we must pay attention when a good wave conditions occur. Consider when the combination between of wave quality, length, consistency and barrel potential happened in G-Land. From March till October, deep ocean swells are generated by the roaring forties low pressure systems off Antarctica, thousands of kilometers to the south of Indonesia. By that time these swells hit Indonesia and there is no sign of the storm conditions that generated them. The weather is fine and the powerful lines of swell are in pristine condition. Long, grinding, perfect barrels are the result, right throughout the Indonesia archipelago. G-Land represents the pinnacle of this surfing phenomenon. Based on the conditions of the waves above, we can arrange the perfect time to carry out the surfing tournament, is as follows:

Table 3.2. Schedule of Surfing Season

NO	ACTIVITY	YEAR											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
1.	Surfing Camp Tournament												
2.	National Tournament												
3.	International Tournament												
4.	Other Activity / Side Events												

#### Government Role in Support the International Surfing Tournament

##### – Coordinate with the ASP and Event Organizer

Make sure the surfing tournament in G-Land include in ASP calendar events is very important. ASP is licenses holder to hold the International events such as World Title Series and World Tour to be held in G-Land. As the governing body for professional surfers, ASP has a power to derail the world class surfer to come to G-Land and making more easier in terms of organizing, promoting, and marketing the events. The government in collaboration with event organizers has role to submit proposals, promote G-Land and convince the ASP to participate G-Land as one series of their ASP World Tour tournament.

##### – Provide The License To Get Event Permits And Other Permission

To conduct an event in a public place in G-Land, permission must be obtained from the government and in some cases, other authorities. A positive and safe event experience is important for event participants as well as others who may be affected by the event, including property owners, businesses, and places of worship, spectators, and road users.

##### – Socialization to the local community for Safety and Health Conditions

Support from the community on this event is very important, especially in order to create a safety and comfort ambiance during the tournament. It given the failed execution of the surfing tournament in G-land at 1995, 1996, 1998, and 2001 due to Increasing Social Unrest in the region concerned that to the safety of the world's best professional surfers, staff and media, ASP

International. In term of Healthy condition of G-Land, the most concerns are healthy environments, disease prevention - including mosquito and access to the clean water.

***Attractiveness and requirement for Event Organizer (EO) to hold International Surfing Tournament in G-Land***

For carrying out international event, several criteria must be owned by the event organizer (EO) is as follows:

1. Experienced on held an international surfing event, at least once a year ;
2. Have adequate technical team, such as Tour Manager, Media Director, Head Judge, Keeper/Flagman, Beach Marshall, Tabulator, MC, and Contest Director ;
3. Has strong links both to the International Surfing Association (ASP), the Association of surfing in other countries, media partner, and sponsorship ;
4. Have a standard and rules of competition based on international standard.

Based on interviews with one of event organizer that has capabilities held on the International surfing tournament in Indonesia on the opportunities of implementation the international surfing event in G-Land can be summarized as follows:

1. G-Land has a great potential to hold an international surfing event, especially in recent time (2013 and 2014).
2. EO stated that they are very interested and they also have a plan for holding an international surfing tournament in G-Land.
3. For funding concerns, which is usually to be a constraint for local governments, this can be solved by the EO because of EO as trusted surfing organization in ASEAN regions, so it easier in attract sponsor.
4. The problem of implementation international surfing tournament in G-Land is infrastructure and accommodation issues. The unavailability of resorts and hotels that representative to accommodate the participants, organizers, and also the audience, which generally originate from overseas. So far, most of the international surfers who come to G-Land by helicopter and only for surfing and then they back to Bali for stay. Other infrastructure issues such as clean water, sanitation, and health (mosquitoes) and others are also being concerns for foreigner. Security and safety issues as well also become the attention of international surfers in participating in the tournament surfing in Indonesia in general and in G-Land in particular.
5. In conducting an international surfing tournament, the preparation period is needed about of 6-12 months, with 2 months prior to implementation is the crucial time. Generally, the duration of an international tournament is about 2 weeks.

**B. Promotion programs**

Advertising is the most effective tool for building awareness of a company, product or service. There is a wide range of options available where G-Land stakeholder spends their marketing budget. Some of the prefer choices include: print media, industry publication, internet and WOM.

**C. Business Cooperation Programs**

A travel agency is a retail business that sells travel related products and services to customers on behalf of suppliers such as airlines, car rentals, cruise lines, hotels, railways, sightseeing tours and package holidays that combine several products. The stakeholders of G-land should be done in cooperation with the Travel Agency either international or domestic travel agency. This is necessary in addition to further introduce the G-Land to the world community as an interesting attraction, in order to facilitate the tourists to access and manage a trip to G-Land. The location is close to Bali, they can also cooperate with the tourism travel agencies that arrange the trip to Bali by adding the G-Land tour in their tour packages. Cooperate with transportation companies such as Inland transportation companies, speed Boat and Shipping companies (Sea lines), National and Chartered Aircraft companies and Helicopters operators companies (Airlines) is very important to give the easiness and direct access for visitors to visit G-Land.



#### **D. Tourism Area and Infrastructure Development**

G-Land is an icon beach for surfer. G-Land must be highly commercialized as a place for surfing plus, and as an exotic beach that explore their nature beauty. Target market for G-Land is much segmented for surfer. Surfer is the main attraction objects and other activities such as water sport, diving, camping, visiting Alas Purwo are the complement. Alas Purwo National Park is one of them the biggest national park in Indonesian. Alas Purwo have a lot of Flora and Fauna, beautiful place, natural ecosystem and other perfect.

G-Land also must be designed as sustainable tourism attractions. Sustainable tourism is tourism attempting to make a low impact on the environment and local culture, while helping to generate future employment for local people. The aim of sustainable tourism is to ensure that development brings a positive experience for local people, tourism companies and the tourists themselves.

Development srtrategy that have implemented in Raja Ampat as a most favorite dive sites and and key stories Mentawai Island in developing surfing tourism could be a good example for G-Land development strategies:

Success factors of Raja Ampat:

- Raja Ampat's development strategy is a favorite destination for diving lovers, Raja Ampat has advantages over other islands in the world. For instance, of the world's 537 species of coral, 75% are in these waters. Also found 1104 species of fish, 669 species of molluscs (soft animals), and 537 species of coral animals.
- unique culture and culinary in communities. The island is inhabited by approximately 31 thousand people, and also have tour for discovering Cendrawasih birds.
- Great support from the local government, where the success of Raja Ampat to attract thousands of tourists is the promotion and marketing efforts and strategies undertaken since 2007. Department of Culture and Tourism of Raja Ampat promoting both outside and inside the country. For instance, advertising in print and electronic media both local and foreign. Utilizing social networking sites such as Facebook and Twitter to attract tourists to Europe and America and making a film about the beauty of the sea that has played in several European countries.
- Promotion is also done by establishing the Representative and promotion Office in Bali. The selection of Bali as a destination because of the island's main tourist arrivals to Indonesia, so that is expected to attract tourists to come to Raja Ampat.

Success factor in the Mentawai tourism are:

- Mentawai Islands Government seriously in develop tourism potential, as evidenced by the allocation of a budget worth Rp 11 billion in 2012.
- Availability of accommodation, which has at least 8 star resort. There are also small resorts and homestays are managed by local communities. In addition to the resort, is also available a cruise ship for alternative for staying
- Mentawai regency routinely hold an international surfing event, which they said the sea waves in the Mentawai as "gold mine".
- The main obstacle is access to the Mentawai Islands. But the Mentawai Government has plans to build an airport. In 2012 Padang-Mentawai flights will be activated.

#### **Key point to Tourism Area Success**

The keys success of FDI promotion is the attractiveness of business location, preferable business incentives, developed infrastructure, capable labor force, and reasonable development cost provided to the promising investors. For this purpose, the development of tourism area in G-Land, Banyuwangi should be appropriately and comprehensively planned.

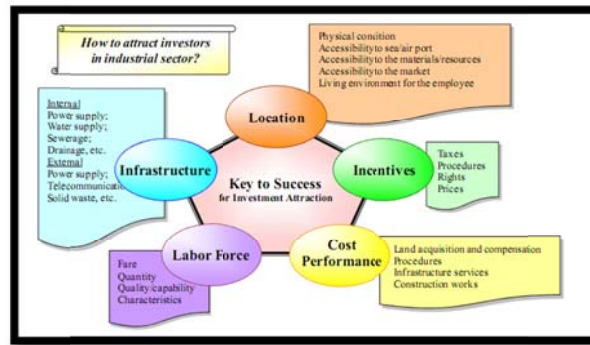


Figure 3.1 Keys to Tourism/Industry Area Success  
Source : JICA Survey

a) Location

Because of the location is close with Bali, it makes G-Land is more interesting. As we know, Bali is the largest gate for the arrival of foreign tourists in Indonesia. From 7.65 million foreign tourists who came to Indonesia in 2012, 37% or about 2.79 million people came through Ngurah Rai Airport, Bali. With these benefits, this may provide the potential for G-land to increase tourist visits to this area, if the G-Land can increase brand awareness as a major surfing locations in Indonesia, which are located close to Bali.

b) Infrastructure

Appropriate accommodation and transportation infrastructure need to provided to meet the needs of surfer who coming to G-Land. Currently, the accommodations that available at G-Land are limited only provided by a third surf camp. Besides limited accommodation, the cottage quality is not so good.

- **Hotel:** The right type of accommodation that can develop in G-Land is a seaside resort type
- **Restaurants:** Food and beverage industry that needs to be developed in G-Land is a restaurant, especially with continental and Europe meals. Due to G-Land is a coastal area, also needs to provide food restaurant with sea ingredients. In addition it is necessary to provide bar various types of beer with international quality.
- **Shopping Store:** Gift shop and specialty shops for sports facilities, especially surfing equipment needs to be developed to provide flexibility for shopping. In addition to souvenir shops, support facilities such as money changers and banks have also built.
- **Transportation:** The G-Land stakeholders should develop tools of transport both by land, sea, and air travel as an access to G-Land. The most suitable and reliable transportation to G-Land is by sea by using a boat because the mileage is not so long (2 hours) and relatively low cost (U.S. \$ 100-160 one way).
- **Public Facilities**
- **Electricity and Lighting:** available of electricity and lighting supply to the tourism areas need to be considered. Until now, the current activity and accomodation in of G-Land still rely on generators power.

Development of tourism areas of G-Land in a National Park Alas Purwo has appropriated of RTRW Banyuwangi (spatial use plan). Based on the Spatial Plan document, the center area of Banyuwangi will be functioned as an integrated tourism area through eco-tourism or nature tourism, and would link Mount Ijen tour, Situbondo Baluran and Alas Purwo. Because the concept of eco tourism development, there are some rules of Banyuwangi regency government in developing tourism areas in G-Land:

1. For hotel and entertainment, forbidden set up a karaoke and budget hotels. Should established star hotels, resorts that are designed by eco tourism concept.

2. The hotel and entertainment locations must be in the utilization zone of the National Park Alas Purwo
3. Encouraged to use the energy (electricity) derived from renewable energy, such as wind power. Power generator is only useful as a back-up if at any time the wind blows less tight, so that the electricity generated by the wind can not meet the electricity needs.

### **Private Sector Participation in Infrastructure and Tourism Zone Development in G-Land**

There are varieties of project implementation scheme utilizing private sector participation in infrastructure project. These could be broadly divided into three patterns based on project feasibilities, namely:

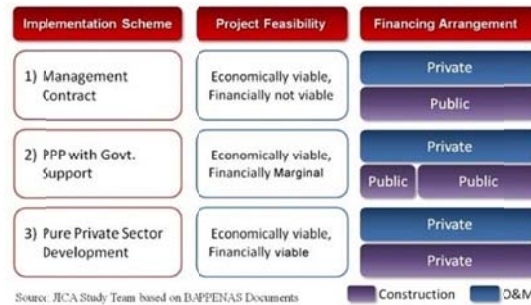


Figure 3.2. Three Types of Private Sector Participation Scheme for SEZ Development  
Source: Bappenas

Table 3.3. Infrastructure Development in G-Land Tourism Area

NO	INFRASTRUCTURE	INVESTOR	SCHEME
1	Roadwork Surabaya – Banyuwangi Banyuwangi – G-Land	Ministry of Public Work	Management Contract
2	Dock (Small Port)	Local Government / Private sectors	Management Contract/ PPP with Govt support
3	Heliport	Private Sectors	Pure Private Sector Development
4	Hotel/Resort	Private Sectors	Pure Private Sector Development
5	Cottage	Private Sectors	Pure Private Sector Development
6	Shopping Store	Private Sectors	Pure Private Sector Development
7	Restaurant	Private Sectors	Pure Private Sector Development
8	Health Facility (Sanitation, Medical centre, etc	Local Government	Management Contract
9	Security Facility	Local Government	Management Contract
10	Electricity and Lighting	Local Government / Private sectors	Management Contract/ PPP with Govt support
11	Tourism Area	Private Sectors	PPP With Govt Support
12	Airport	Private Sectors	PPP With Govt Support

### c) Incentives

There are 2 types of Government support for development infrastructure and tourism zone in G-Land, fiscal incentives and non fiscal incentives.

1. Fiscal incentives are defined as those special exemptions, deductions or credits that provide special credits, i.e., preferential tax treatment or deferral of tax liability. Tax incentives for FDI are often structured through income tax systems, providing relief from corporate income tax (e.g., tax holidays, reduced corporate tax rates, special corporate tax deductions, investment tax allowances

and credits), and in some cases providing relief from personal income tax for expatriates. They can also take the form of reduced import tariffs/customs duties and other taxes.

2. Non-fiscal incentives, on the other hand, refer to the variety of services and assistance provided to investors by the government other than fiscal incentives. For example, these include (a) simplified import-export procedures, (b) special treatment of immigration for foreign nationals, i.e., special non-immigrant visa with multiple entries, (c) special treatment of employment, i.e., employment of non-resident foreign nationals in supervisory, technical or advisory positions, (d) provision of grant and/or investment guarantee, (e) provision of sophisticated infrastructure, and so on.

d) Labor Forces

In terms of quantity, there is enough manpower available to fill the investment opportunities in the G-land, but in term of quality, it should be given adequate training to potential workers about tourism and hotel management training. Banyuwangi Government needs to establish a variety of tourism and vocational school or university coursework-based on tourism.

e) Cost Performances

Initially, the investor will consider the total cost performance over the four issues mentioned above. Best but high cost infrastructure may not be attractive to investors as well as low cost but weak infrastructure. Therefore, to develop G-Land, it is necessary to set the marketing target and consider investor's demand with cost efficient development. Incentives will help much to reduce investor's burden on cost issues, which commonly evolve around land acquisition aspects such as compensation, construction of infrastructure and necessary facilities (e.g. factories, hotels and ports).

### 3.5. Investment in G-Land

For increasing investment in the tourism sector in general and G-Land in particular, be some strategies that can be applied are as follows:

1. The strategy should focus on attracting investment. Doing Targeting / Define the target market potential investors must accurately. To set targeting investors should based on:
  - a. Target by country means any country being targeted for promotion. Countries that became the main target of investment of the tourism sector are: Singapore, British Virgin Islands, Seychelles, South Korea, England, Czech Republic, Netherlands, Australia, United States, and Japan.
  - b. Target based on the type of company. Is a company with large scale, medium scale or small scale. This is related to how much quantity of potential investment opportunities in the region owned. The types of companies required are medium scale companies that have experience in investing in the tourism sector especially surfing beaches.
  - c. Target based on investors experts. Does that have a high technology-based or clean technology. The investor who needed is clean technology offered, means environmentally friendly and in accordance with the concept of sustainable tourism.

2. Optimizing cooperation with the Central Government's such as Tourism and Creative Economy Ministry and the Investment Coordinating Board

3. Participation in investment promotion activities both domestically and abroad

This investment promotion must be started in this year 2012, and is predicted the investment plan and realization will be start in 2013, starting from development of accomodation such as resorts and restaurats.

## 4. Business Implementation

### 4.1. Business Implementation Schedule

Table 4.1. Business Implementation Schedule For Surfing Event

No	Activity	2013	2014								
			1	2	3	4	5	6	7	8	9
PREPARATION PHASE 1											
1	Event Planning Concept										
2	Cooridination with ASP, Sponshorship, & Media										
3	Event Permit & Permission										
4	Government Support										
5	Socializaton for Community										
PREPARATION PHASE 2											
1	Event Promotion										
2	FinalPreparation										
EVENT											
1	Main Event										
2	Side Event										

Table 4.2. Business Implementation Schedule For Promotion

ACTIVITY (Month)	1	2	3	4	5	6	7	8	9	10	11	12
Print Media												
Television Advertising												
Internet Marketing												
Word of Mouth												
Public Relation												

Table 4.3. Business Implementation Schedule For Business Cooperation Programs

ACTIVITY (Mounth)	1	2	3	4	5	6	7	8	9	10	11	12
<b>Cooperation with Travel Agent</b>												
Travel Package												
Travel Discount												
<b>Cooperation with Transportation Operators</b>												
In Land Transportation												
Sea Transportation												
Air line Transportation												
Cruise Operators												

Table 4.4. Business Implementation Schedule For Infrastructure Development

N O	ACTIVITY Year (20....)	1 2	13	1 4	15	16	17	18	19	2 0
<b>INFRASTRUCTURE PRIORITY FOR 2014 EVENT</b>										
1	Hotel/Cottage									
2	Cottage									
3	Restaurant									
4	Health Facility (Sanitation, Medical centre, etc									
5	Security Facility									
6	Power and Lighting									
<b>INFRASTRUCTURE FIRST PRIORITY FOR LONG TERM</b>										
1	Road									
2	Hotel / Resort									
3	Tourism Area									
<b>INFRASTRUCTURE SECOND PRIORITY FOR LONG TERM</b>										
1	Airport									

#### 4. Conclusion

To be able to continue growing and being well known in tourism industry as a tourism destination in the world, G-Land beach should be able to enhance their brand awareness by focusing the position as world-class surfing beach, with selling their best quality wave in the world, the beach atmosphere is calm and exotic and the beach is situated in the conservation area. To develop G-Land, cooperation and commitment among stakeholders is important and necessary, from the Central Government, Provincial Governments and Local (City) Government. Developing tourism in G-Land as a special surfing beach can boost the capital inflow from investor who will develop G-Land tourism area. It will contribute significantly positive for both the government and the local community, such as: foreign exchange earnings, contribution to government revenues from tax and other levies, employment generation, development of infrastructure and public transport and also contribution to local economies from tourism activities.

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